

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Baker Boy

North Dakota Manufacturing Extension Partnership

Baker Boy Tastes Sweet Success

Client Profile:

Baker Boy is a manufacturer of high quality bakery products serving the food service, bakery, and private label markets in the United States and Canada. The company produces over 650 products and employs 250 people. Established as a local bakery in the 1950s by Marvin Moos, the company expanded to include the manufacture of frozen dough products in 1978. From the original 3,000 square-foot facility, the business now encompasses an 85,000 square-foot technologically sophisticated production facility in Dickinson, North Dakota.

Situation:

Baker Boy has responded to increasing demand for its products by expanding its facilities several times and significantly growing its staff over the last two years. Unfortunately, while the bake area equipment remained under-utilized, employees worked long overtime hours on the baked goods line. The company recognized the need to maximize its staff and improve its efficiency. In an effort to inject new ideas into the organization, Baker Boy took advantage of a number of training sessions on lean manufacturing sponsored by the North Dakota Manufacturing Extension Partnership (ND MEP), a NIST MEP network affiliate.

Solution:

ND MEP held the first session in November 2001 and offered two more sessions in 2002. Based on the lean concepts taught by ND MEP, key management staff at Baker Boy worked together with teams of employees to apply many concepts--such as 5S--directly into the workplace. ND MEP helped the Baker Boy team with its lean implementation by conducting plant visits, self-administered assessments, and implementation assistance. Together, ND MEP and Baker Boy found ways to utilize every part of the facility and make it more efficient.

The first major change at Baker Boy was the elimination of mandatory overtime, accomplished by improving facility utilization. The next major change occurred in the baked goods line area. Now it is a visual organization and materials are easy to find. Everything is clean and in place, and Baker Boy employees have more time to participate in the implementation of lean practices. Overall, Baker Boy improved efficiency, made better use of its equipment and facility, and improved employee morale.

Results:

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Applied a seven-day week work structure to eliminate mandatory overtime.

Eliminated mandatory overtime for 34 consecutive weeks.

Increased utilization of the baked goods area from 71 percent to 93 percent of the time.

Cleaned and organized the workplace to increase efficiency.

Encouraged a sense of teamwork.

Testimonial:

"[Thanks to the North Dakota Manufacturing Extension Partnership] we know what lean can do for us. We are still in the very early stages of implementation.

Now, we are headed into value streaming and doing an analysis on each motion in our production lines. Lean will enhance our bottom line and make our workplace more attractive and fun for our employees because they are involved.

Ultimately, lean will increase our output, increase sales and increase the number of employees."

Bob Maeyaert, Vice President